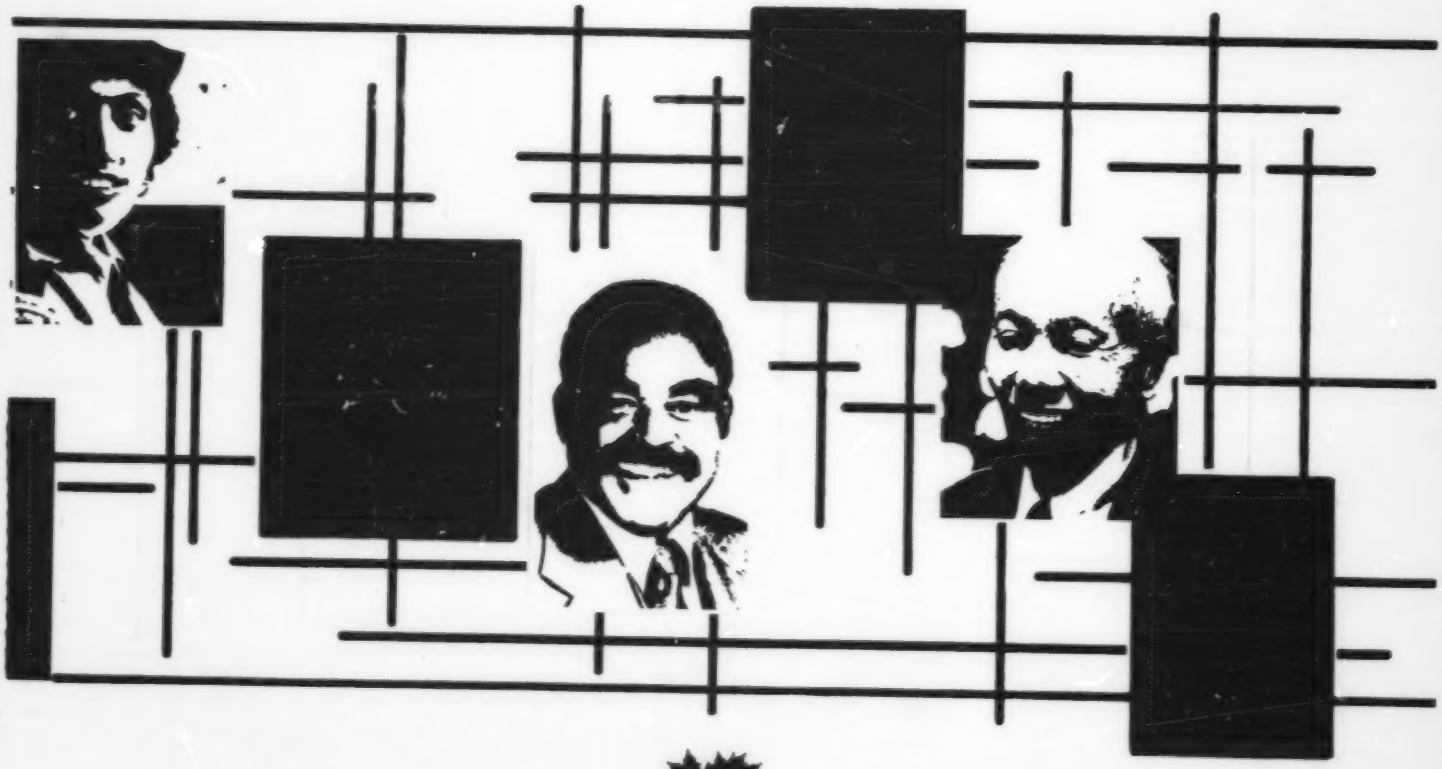
Race Relations Series #2

Dealing With Diversity

Multicultural Access to Local Government



FCM

Federation of Canadian Municipalities
Municipal Race Relations Program

91-06731/

Race Relations Series

Local governments, large and small, urban and rural are now taking a leadership role to improve race relations in their communities. The adoption of a Policy Statement on Race Relations in 1986 committed the FCM and led to the establishment of the Municipal Race Relations Program with assistance from the Multiculturalism Sector of the Department of the Secretary of State.

To help its members establish race relations policies and programs, the FCM's Municipal Race Relations Program has several programs underway:

* operation of a resource centre and consultation service to meet the information needs of interested municipalities;

* implementation of a communications strategy to keep municipalities and the community up-to-date on new developments;

* launching of a National Action Committee on Race Relations comprising elected municipal officials and community leaders;

* publishing "How To" manuals to provide municipalities with guidelines on race relations policies, programs and practices.

"**Dealing with Diversity - Multicultural Access to Local Government**" is a comprehensive examination of how municipal departments can effectively respond to cultural, linguistic and racial differences in the community. Innovative and flexible strategies are recommended to improve municipal services in recreation, human resources, urban planning, public transit, fire and police protection, social and community services, purchasing and contracts, grants, housing, and economic development.

This manual is the second in the series. Others will deal with the following topics:

* **Getting Started - Local Government and Community/Race Relations**

* **Cross-Cultural and Race Relations Training**

* **Equality in Employment**

These publications will serve as invaluable references to assist municipalities in meeting the challenge and opportunity of a culturally diverse community. For further information, please direct your inquiries to:

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ISBN 0-919080-44-8

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Acknowledgements

This manual was developed under the direction of the FCM's National Action Committee on Race Relations which comprises the following individuals: (September 1988)

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Valmond Romilly, *Vancouver, British Columbia*
Gurchuran Singh, *Ottawa, Ontario*

Many individuals provided comments which helped shape the manual. We gratefully acknowledge the contributions of the following:

Fo Niemi, Centre for Research-Action on Race Relations; ***Janice Dembo***, Toronto Mayor's Committee on Community and Race Relations; ***Chimbo Poe-Mutuma***, Metro Toronto Housing Authority; ***Rosanna Scotti***, Metropolitan Toronto; ***Anna Chiappa***, Regional Municipality of Ottawa-Carleton; ***John Dennison***, Secretary of State; ***Mark O'Neil***, Secretary of State; ***Harold Rampersad***, Winnipeg Community and Race Relations Committee; ***Philomen Wright***, North York Committee on Community, Race and Ethnic Relations; ***Cyril Dabydeen***, City of Ottawa Advisory Committee on Visible Minorities; ***Jim Knight*** and ***Shirley Tom*** of FCM; ***Elliot Tepper***, Carleton University and ***Mabel Chan***, Chinese Canadian National Council.

Changing Community Needs Means Changing Government

Municipal Awareness to Diverse Needs

Demographic trends are transforming Canadian cities and towns. One of the greatest challenges facing municipal government is responding to the demands of a diverse society.

In recent years, the needs of aboriginal peoples and ethnic minorities have gained increasing attention. This has brought about changes or adjustments in the planning and delivery of municipal programs and services to improve access and ensure the equal participation of all citizens in municipal life. Government must be flexible, sensitive and innovative in developing improved programs and services.

A Broad Range of Services

Local government provides many important services and programs which affect nearly all citizens on a daily basis. These may vary depending on the province, the size and type of municipality. Generally, local government can be involved in a broad range of activities including business licensing, building inspection, fire and police protection, land use control and development, libraries, parks and recreation, public works, public transit, garbage collection and disposal, sewage collection and treatment, water supply and distribution, economic development, public health, and public housing.

A Key Role for Municipal Government

Municipal government can play a key role as a service provider, employer, purchaser of goods and services, and as a grant-aiding authority in responding to the needs and concerns of a multicultural and multiracial population.

Many municipalities are now taking steps to ensure adequate consultation with ethnic and racial minorities through meetings with community groups and by establishing advisory committees. More municipalities are also ensuring that cultural and linguistic differences in the client population are taken into account in the delivery and planning of services and programs.

There is also a greater commitment to equal opportunity and non-discriminatory policies and programs in hiring, appointments to boards and commissions, in municipal services and the allocation of resources. If local government's goal is to serve its citizens better, then it must respond to the diversity of the community. The adoption of race and ethnic relations policies and programs means improved government services for all citizens.

What is "Multicultural Access"?

No great improvements in the lot of mankind are possible, until a great change takes place in the fundamental constitution of their modes of thought

John Stuart Mill (1806-1873)
English political economist, philosopher

A New Dimension in Local Government

Local government has an obligation to make services equally available to the entire community. However in communities where there is diversity in terms of culture, race, language, religion and ethnic origins, municipal services and programs are often not equally accessible to all citizens. This is usually because municipal government has not adapted to its multicultural population.

To ensure that minority citizens also receive the services to which they are entitled, a new dimension needs to be added to the management of local government in order to truly serve the community as a whole. It may mean that in order to reflect the diverse needs of minorities, changes or adjustments need to be made to civic administration in its planning and delivery of services. This is called multicultural access.

Multicultural Access

Access is the key. Multicultural access may mean that better communications strategies need to be devised to reach ethnic minority citizens. It may mean that programs have to be better targetted to the needs of the minority communities. It can also mean that staff need more training to understand cultural differences in the client population. Multicultural access can improve the existing administration of government to meet both current and emerging conditions in the community.

Managing Positive Change

Although multicultural access improves the operation of local government, it can meet resistance due to conservative attitudes and the fear of change. The process of multicultural access needs to be well-planned and coordinated in an organizational structure involving many departments, staff and boards, committees and other municipal facilities and responsibilities.

Myths and Facts

The most useful piece of learning for the use of life is to unlearn what is untrue.

Antisthenes (c.445-365 B.C.)
Founder, Cynic School of Philosophy

MYTH:
Municipal government should provide services only in Canada's two official languages.

FACT:
To say that municipal government should provide services only in the official languages ignores the demographic reality of Canadian society. According to the 1986 Census, 291,220 Canadians spoke neither French nor English. As well, every year brings many new immigrants who may have a limited facility in the official languages. Although most are striving to acquire a proficiency in one of the official languages, many need assistance in languages other than French and English particularly in areas such as fire protection, police, housing, public health, and planning. Significant numbers of linguistic minorities in a municipality may justify translation and interpretation services.

MYTH:
We do not discriminate because everyone receives the same treatment.

FACT:
Identical treatment is not equal treatment. Treating everybody the same, regardless of race, ethnicity or language, is identical treatment but does not necessarily mean equal treatment. A parallel can be drawn with the situation of the physically disabled in wheelchairs who may be treated the same as everyone but suffer differential impact if only stairs are provided. A reasonable accommodation of differences in this case would mean providing ramps to allow equal access. As well, differential impact can exist, if linguistic, cultural and social differences are not taken into consideration in the delivery of services or in employment. Therefore, government policies and practices should be adjusted to ensure equal treatment.

MYTH:
Getting started in race relations requires tremendous financial and human resources.

FACT:
Meeting the needs of ethnic and racial minorities does not necessarily mean added costs. It may mean that existing resources may be used more effectively or reallocated. For example, there could be reallocation of monies in the municipal advertising budget for advertising in ethnic media. Staff from departments such as community relations, social planning or the clerk's office could work part-time on race relations programs. Recreation programs could be better targeted at ethnic minorities. This can increase the use of recreational facilities and programs resulting in a more effective use of municipal resources. However, municipalities may require increased human and financial resources for more advanced race relations programs.

MYTH:
It is not the responsibility of local government to be involved in race and ethnic relations.

FACT:
Racial and ethnic minorities are taxpayers and their needs are a municipal responsibility. Responding to the needs and concerns of ethnic minorities not only improves the services provided by municipal government, it will also create economic, employment, cultural and social opportunities which are beneficial to the community as a whole.

A Municipal Responsibility

One of the greatest pains to human nature is the pain of a new idea.

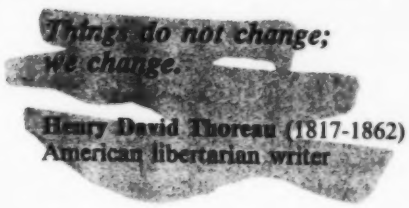
Walter Bagehot (1826-1877)
English economist

Department managers may feel that multicultural access is beyond the jurisdiction of municipal government. The following scenarios illustrate problems that directly relate to municipal government and the access of ethnic and racial minorities:

- municipal departments receive inquiries in languages which they are unable to deal with;
- recreation staff conduct a users' survey and discover that ethnic minorities are not using their programs;
- planners organize a public meeting in an area with a high concentration of ethnic minorities and are puzzled by their poor attendance;
- health inspectors can't understand why certain ethnic restaurants continue to violate health regulations;
- ethnic minority leaders are complaining that police are discriminating against members of their community;
- a municipal employee from a visible minority files a complaint with the Human Rights Commission charging that she is better qualified than her fellow worker who has just been promoted;
- a cultural organization complains that the municipal grants allocations process is biased;
- a municipal trade mission to a foreign country fails because of lack of knowledge about the country's cultural, social and political milieu;
- a municipality can't understand why its social events don't attract citizens from the ethnic minority communities.
- taxi drivers of racial minority background are complaining about discrimination from licensing inspectors, taxi companies and customers.

These examples illustrate what can happen if a municipality is not sensitive to its ethnic and racial diversity. Multicultural access is very much a municipal responsibility.

A Strategy for Change



Operational Review

Department heads should review policies, procedures and practices which may inadvertently limit the access of racial and ethnic communities to municipal services and programs. Some minorities may be excluded from using municipal services while others may not be receiving their full benefit. A highly effective way to begin an operational review is to engage in community consultations by inviting key individuals or by holding public meetings.

Consulting with citizens who are directly served by the programs can reveal issues or shortcomings that may not be evident to department staff and provide insight into possible solutions. Strategies that a municipality may implement to improve access to racial and ethnic minorities include the following:

Staff Training

- departmental managers and staff may be unfamiliar or be ineffective in working with ethnic minority groups, particularly front-line staff who deal with the public regularly. Staff should receive training in cultural awareness and race relations to develop a competence in dealing with cultural, linguistic and religious factors that can affect the suitability and effectiveness of program and service delivery;

Communications and Outreach

- current public relations/communications strategies may not be reaching the ethnic minority population. The provision of interpretation and translation services in other languages can improve communications. It is important to evaluate whether there is a need for translated materials, depending on the number of linguistic minorities and the importance of the literature. Written material should be culturally sensitive and have a suitable literacy level and graphic presentation. As well, municipal advertising should reflect the multicultural diversity of the community. The use of media, community groups and agencies with ethnic minority constituencies for consultation and outreach is also recommended;

Employment Equity

- racial and ethnic minorities may be under-represented in a particular department or in the municipal work force as a whole. To reflect the makeup of the community, an employment equity program can be adopted to hire more minority employees. Through employment equity, municipal government ensures that it has fair hiring practices and makes full use of the human resources available in the community including cultural and language skills that can be important in the delivery of municipal services;

Assessing Community Needs

- user surveys and needs assessments of citizens may reveal that ethnic and racial minority communities are under-served or overlooked. Steps should be taken to fill any gaps in the delivery of municipal programs and services.

The Key Steps

It would be interesting to know what it is men are most afraid of. Taking a new step, uttering a new word.

Fyodor Dostoyevski (1821-1881)
Russian Novelist

Taking the Lead

The managers of civic departments are responsible for organizational change and must take a lead in achieving multicultural access. Their strong commitment and support are vital if progress is to be made. It is also important that managers communicate their commitment to employees that multicultural access is a high priority within the organization. Only then can departmental staff fully recognize the need for change and take the necessary steps to achieve it.

Building Support

One way to ensure top-down commitment is to conduct orientation and training sessions for all staff regarding the rationale of multicultural access to municipal services. Staff should be provided with relevant data on the socio-economic, linguistic, religious, cultural and racial composition of the community.

Actions for Access

To achieve multicultural access, a municipal administration should:

1. **Establish** an interdepartmental staff working group with senior level representation from each municipal department.

2. **Review** recommendations of the race and ethnic relations committee (if one exists).

3. **Conduct** an operational review and have each department engage in community consultations to assess the status of multicultural access.

4. **Develop** recommendations for Council or an appropriate Council committee.

5. **Integrate** recommendations into ongoing priorities, budgets and action plans once they are approved.

6. **Estimate** resource requirements and budget accordingly.

7. **Prepare** action plans and time frames for the short, medium and long term.

8. **Implement** action plan and report to race and ethnic relations committee (if one exists) or to a Council Committee regularly to share information on departmental initiatives.

9. **Review** progress and adjust service delivery.

10 **Engage** in long range needs assessment and planning of programs and services to facilitate multicultural access.

Personnel/ Human Resources

Equality in Employment

There are compelling legal, economic and social reasons for a municipality to adopt and promote fair municipal employment practices.

It's the Law

First, all employers are legally obligated by federal and provincial human rights statutes and employment standards legislation to ensure that no qualified individual is treated unfairly because of their sex, ancestry, colour, race or disability. Human rights complaints can be costly in terms of human and financial resources.

It's Good Management

Secondly, employers who practice equality in workplace, can fully utilize and harness the skills and talents of a changing labour force. A smart manager understands that human resources are the most important part of a effective and efficient organization.

It's Only Right

And finally, equal employment practices are based on the fundamental principles of social justice and equal opportunity. In a democratic society, government should provide leadership and set an example within the community to promote equality for all citizens.

Unequal Opportunities

Municipal employers should be aware that compared to the rest of the population, ethnic and racial minorities earn less, have higher rates of unemployment and are less likely to find work for which they are qualified and experienced.

The disadvantaged position of minorities may result from discriminatory employment practices or attitudes that, intentionally or unintentionally, limit their opportunities.

Employment Systems Review

A comprehensive review of municipal employment systems is required in order to assess the extent and nature of discrimination. Such a review can be complex as it involves a detailed evaluation of recruitment and selection processes, performance evaluation systems, job classification and descriptions, training and development, promotions and upward mobility, remuneration levels, termination processes, and disciplinary procedures. It is vital that labor unions are well-represented at all stages of the planning process to ensure their input and their support in the implementation of employment equity.

Discriminatory Barriers

Employment equity or equal opportunity programs are designed to eliminate discriminatory barriers through a review and adjustment of employment practices and policies.

Discriminatory barriers that can restrict the employment participation of ethnic and racial minorities have included:

- restricted recruitment methods such as word-of-mouth and closed competitions;
- preference given to Canadian citizens over landed immigrants;
- linguistic and/or cultural biases in the selection process (e.g. unfavorable views towards different accents, cultural behaviour patterns, etc.);

- biased evaluation of foreign academic or professional credentials;
- stereotypical and negative attitudes about minorities;
- the use of tests or language and physical requirements not directly related to job performance.

Staff Training and Policies

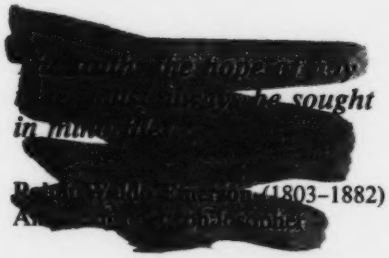
Department heads need to incorporate cultural awareness and race relations training into existing training programs. This training should educate staff about different cultural practices and behavior as well as make staff aware of how discriminatory behavior and attitudes are manifested in unconscious and conscious ways.

Employers should also seek to eliminate racial harassment by adopting and promoting a policy against it. Unconsciously, minority employees can be treated differently or in subtle or blatant ways because of their racial or ethnic origin, and be subjected to derogatory comments, racial slurs, ostracism or given less desirable work.

Setting a Good Example

Municipal government as a public employer has a responsibility to set an example in promoting equality for all its citizens. The adoption of concrete policies and programs such as employment equity will ensure that there is fairness in the employment practices of the municipality.

Clerk's Department



Improving Access

To ensure accessibility, municipal government must be able to respond to the information needs of the community. If linguistic and cultural minorities are part of the community, then interpretation and translation may be necessary to respond to their inquiries. It is important to remember, however, that language assistance should be provided on the basis of need rather than on the population figures of a particular group.

Communication is the Key

Multicultural access can also be facilitated through the preparation of a brief list of available translation and interpretation services which can be used by civic departments. One inexpensive approach is to maintain a list of employees with other language capabilities who can interpret on an informal basis. A list of ethnic media and organizations would also be helpful to municipal departments who could make greater use of these resources in communicating with the multicultural community.

It is also important to ensure that a broad cross- section of the community is invited to civic activities and special events. As well, the diversity of the community must be reflected and recognized through street names, posters, monuments or other civic symbols. The holdings in the municipal archives should also be representative of the different ethnic groups in the community.

Municipal literature should be translated for the community's major linguistic groups where there is a need. This can be done through a purchase of service contract with existing immigrant service organizations.

Appointments to Boards and Committees

It is also important to recognize the need to increase the representation of ethnic and racial minorities on civic boards and committees. There should be a clear statement of commitment to equality in the appointments process and vacancies should be advertised in the ethnic media in addition to mainstream media.

Accessibility Means Better Government

In making government more accessible, responsive and open, there will be a better use of municipal programs and services. The participation of minority citizens in civic life benefits the community as a whole.

Municipal Grants

Fair Share of Municipal Grants

As a grant-aiding authority, municipal government has a responsibility to award its grants equitably. Efforts should be made to ensure that minority organizations receive their fair share. In particular, groups concerned with the improvement of race relations or the integration of newcomers should be supported. Supporting events which recognize and enhance the multicultural character of the municipality such as festivals is also important.

Grants criteria and guidelines should be reviewed to eliminate any bias and to ensure that groups receiving municipal grants serve the entire community.

Promoting Equality in the Community

Organizations applying for funds, particularly health and social service agencies, should be required to provide evidence of accessibility to minority communities such as client profiles, cultural and racism awareness training for staff, promotional material in languages other than English and French and interpretation services. All voluntary agencies receiving grants should be urged to reflect the ethnic diversity of the community on their boards, staff and services.

A municipality through the giving of grants can have a significant influence on the voluntary sector and ensure that the needs of all citizens are met.

Purchasing and Contracts

Nothing else in the world... not all the armies...is so powerful as an idea whose time has come.

Victor Hugo (1802-1885)
French poet, novelist, dramatist

Equality through Contract Compliance

As a purchaser of goods and services, the municipality can have a positive influence on the practices of local employers. This can be accomplished by adopting a contract compliance policy which requires that a supplier of goods or services implement an employment equity program to qualify for any municipal contract. A contract compliance policy signals a strong commitment to combat racial discrimination and can contribute significantly to the promotion of equal opportunity in the community.

Contract compliance has been used in Britain and the United States for several years and is now being introduced in Canada. Through a contract compliance policy, local government uses its contracting powers as a lever to improve business policies and practices in the municipality. This could affect such industries as furniture, stationery and office supplies, computers, construction, as well as the financial and investment industry. Potential contractors can be required to provide evidence that measures had been taken to improve recruitment, hiring, training, and promotion procedures to ensure a fair representation of ethnic minorities.

Equal Access to Municipal Contracts

In addition to contract compliance, a municipality could also establish a policy to ensure that it purchases a fair proportion of goods and services from minority-owned businesses. To encourage tenders from ethnic minority businesses, ethnic media should be used for advertising. This ensures that there is open and fair access to the municipal tendering process.

The promotion of economic development in a municipality should also include minority-owned businesses. Such a policy becomes more important in times of economic hardship when employment opportunities are diminished. There is also a recognition that support for minority businesses means support for those who have the most difficulty in finding employment.

A Lead Role in the Community

Through its purchasing and contracting powers, municipal government can play a lead role in promoting fair business policies and practices in the community. By setting a good example, the municipality is a model for others in ensuring equal treatment for all citizens.

Parks and Recreation

Diverse Needs

Recreation administrators need to appreciate the racial and cultural background of their clients which can have significant implications on the suitability of recreational programming. To meet the recreational needs of a diverse community better communication need to be established with minority communities, programs need to be better planned and targeted and staff should improve their linguistic and cultural communication skills.

Assessing Community Needs

Needs assessments and client profiles usually provide valuable information on the needs and preferences of the community. It is important that attention be given to ethnic background of clients because ethnic minorities are often underserved or overlooked. Such data can be useful to improve program planning and service delivery and ensure that all citizens are served.

Communication and Access

One common problem among ethnic minorities is a lack of knowledge about available recreational programs. Improved and more focussed outreach and publicity activities such as use of ethnic media and organizations can ensure that minority communities not only know about and use recreational facilities and programs but also play a greater role in planning and design of activities.

Some strategies to improve community relations include hiring outreach workers to liaise with minority communities. Communication can also be facilitated through the establishment of resident advisory councils at community recreation centres. The composition of the councils should reflect the diversity of the neighbourhood.

Language and Cultural Barriers

Recreation staff should receive cultural awareness training to help them understand the recreation needs of a multicultural population. As well, staff should be trained to handle racial conflict situations. Those serving significant numbers of linguistic and ethnic minorities should have a multilingual capacity and be fully informed about the cultural differences of their clients.

For example, there may be different food requirements, different attitudes towards recreation and leisure, age, sexual roles, religion, eye or body contact etc. For some ethnic groups, men and women prefer to participate separately, other groups prefer family activities, and seniors may prefer to be among others of their own age group. It is also important to understand that there can be individual differences among people of the same ethnic group as well.

Programs for youth are particularly important during the summer and efforts should be made to ensure that recreational programs meet their needs. There may be a need to expand youth programs particularly for those over 16 years of age, extend hours of certain programs or have more outdoor activities.

Better Recreation for the Community

The recognition that a multicultural community has diverse recreational needs means that a municipality will better serve and respond to all its citizens.

Community Planning

Planning for Diversity

To ensure fairness and balance in planning decisions, the physical, economic and social development of a municipality must be integrated with the characteristics and needs of racial and ethnic groups whose residences and businesses are a distinct and integral part of the community. In responding to the demographics of a municipality, planners should recognize that cultural, religious and social factors are important elements in the planning process.

Recognizing Multicultural Needs

There are many ways that planners can recognize the different needs of a multicultural population. For example, residential or commercial concentration of ethnic and racial groups in a specific geographical area may justify policies relating to special housing needs such as subdivision of buildings, the clearance and re-housing of communities, the provision of cultural, community and religious services and facilities, and a recognition of particular types of employment and family structures. For example, allowing accessory apartments or secondary suites for specific family members in single-residential communities recognizes the importance of the extended family among many ethnic minorities. Planners need to recognize that demographic changes may require changes in zoning.

Communication and Access

Planners should take steps to ensure that planning decisions receive input from ethnic and racial minorities who are generally under-represented in decision-making and in traditional community planning pressure groups. Public meetings, because they are a common way of eliciting community input, should provide translated materials and interpreter services where there is a need.

Planners should also be aware that some ethnic minorities are reluctant to participate in public meetings, and alternative and creative methods may be more effective in obtaining their input. The design of literature such as brochures should also reflect different linguistic and cultural realities.

There may be a need to translate information into languages other than English or French in neighborhoods with significant numbers of linguistic minorities. As well, there should be a realization that many cultural minorities are more audio and visually-oriented and the use of certain color schemes in graphics, cartoons or audio-visual presentations may be more effective in getting information to these citizens. A sensitivity to these factors will ensure that the all members of the community participate in the planning process.

A Multicultural Perspective

As a municipality becomes increasingly multicultural, planners must broaden their perspective and professional conduct by incorporating ethnic diversity as an integral element of the planning process. Community planning that is culturally responsive will ensure that planning decisions reflect the needs and concerns of the entire community.

Economic Development

The Economics of Diversity

Among some ethnic minority groups, the percentage of individuals entering business, particularly small business, is greater than average. One of the reasons for this is due to the lack of other alternatives because of barriers in the job market, such as the inability of trained professionals to obtain accreditation, language difficulties, and the existence of discrimination. For many, self-employment becomes a last resort.

Municipal government can support ethnic minority business development in many ways. It can ensure that consultation with business groups includes communication with minority entrepreneurs. As well, other municipal departments whose activities may impact on business development should also consult with minority business groups. For example, planning staff should inform minority businesses about proposed physical and design improvements to commercial areas.

Minority Business Development

It is also important for the municipality to gather and analyze data on minority businesses. Information such as numbers of businesses, type of industry, employment levels, trading patterns, and access to finance can help identify problems and needs, and minimize disparities between minority economic development and the economic development of the community as a whole.

To promote economic development, many municipalities use public education techniques such as providing seminars on business management. Such methods can be more effective when targetted at the minority business community which may have unique problems and disadvantages over and above those faced by most new businesses. These include the lack of access to finance for start-up and expansion, lack of familiarity with the business environment and available resources.

Multiculturalism and Economic Development

A municipality can also support minority business by recognizing the ethnic diversity of neighbourhoods. The ethnic character of a community can be enhanced and reflected in the preservation of heritage architecture, name of the specific area, in promotional literature and in symbols such as logos and street names. Many municipalities have designated areas such as "Little Italy", "Chinatown" or "Multicultural Village" to promote tourism and economic development.

The support of multicultural festivals and celebrations is another way to promote economic development. Many municipalities have been successful in promoting tourism through their multicultural festivals. This allows municipalities not only to recognize and celebrate the ethnic and cultural diversity in their communities but also to benefit from tourist dollars as well.

International Aid and Trade

Municipalities are increasingly involved in promoting international aid and trade through twinning activities, trade missions, and professional exchanges. Municipalities can look to minority citizens to take advantage of skills, experiences and knowledge that may be present in the community. Many immigrants have a deep understanding of the cultural, political, social and economic milieu of their country of origin, which can be very helpful in facilitating international aid and trade. Minorities offer a tremendous potential for economic development.

The Benefits of Diversity

There are many benefits that can result when municipal government supports the minority business sector. There may be increased opportunities in job creation and economic regeneration and a greater appreciation for social and cultural diversity. The end result is an improvement in community life for all.

Housing

Responding to Diversity

A housing department improves housing opportunities in a municipality, particularly for people of low and moderate income.

Despite a lack of research on the housing of ethnic minorities in Canada, studies in the U.S. and Britain have found that conscious and unconscious discrimination does exist. This is true even when controlling for socio-economic status, family status, as well as locational, size and dwelling preferences.

The evidence suggests that not only do ethnic minorities receive disproportionately fewer offers to which they are entitled but also they are often allocated less desirable properties. There is concern that the trends that have occurred in the U.S. and Britain could emerge in Canada as well.

Language and Cultural Barriers

Several factors have been cited for bias in public housing allocations. One is that judgements made about the suitability of ethnic minorities for particular vacancies are sometimes based on erroneous assumptions about group preferences and stereotypes. There is also pressure to fill vacancies quickly, which may result in less than satisfactory consultation with clients regarding the type and location of dwelling desired. Moreover, poor communication because of linguistic or cultural differences also affects the consultation and allocation process.

Monitoring the Process

The housing department should introduce ethnic record-keeping to see how the ethnic composition of applicants varies with each stage of the housing allocation process. It is also important to monitor the speed with which applicants are housed, the quality of property allocated, and the extent to which area preferences are met. The system must be easy to use and it must be understood and accepted by all staff and tenants' committees. Results should be used for staff and committee discussion and training.

Staff Training

Training should also be provided for housing department staff and property managers to safeguard against potential racial or cultural bias and stereotyping. It is important that staff be educated about the customs, religion, culture, settlement history and housing needs of ethnic minorities in the area. Participation in racism awareness training can help in revealing unconsciously biased attitudes, false assumptions and stereotypes about ethnic minorities.

Staff need to be clear about the extent of their discretion, and such decisions should be monitored to ensure compliance with equal opportunities policies. Any staff indicating signs of prejudice or bias should be investigated and censured.

To deal with racial tension in public housing a policy on racial harassment should be adopted and promoted. Housing department staff and property managers should also be trained to handle complaints of a racial nature.

Efforts should also be made to hire ethnic minority staff with cross-cultural skills and fluency in languages other than English and French. The housing department should also encourage the increased representation of ethnic minorities on tenants' associations.

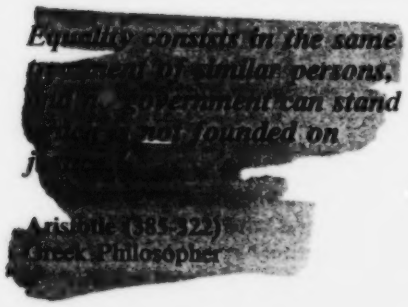
Communication and Access

The housing department can improve access by ensuring that information on vacancies is available to all sectors of the community. Some effective strategies include advertising in the ethnic minority media, publishing promotional material in minority languages, and liaising with minority organizations. Translation of such publications as tenants' handbooks is important. Special attention should be given to improving the housing for ethnic seniors because it is often inadequate.

Ethnic residential concentration in certain areas should be the result of genuine, informed area preference rather than assumptions about where people wish to live. Applicants should be told where vacancies exist, how long they may wait for property in a given area, and whether area choice may affect the quality of housing offered. When ethnic minorities may be reluctant to move to an unfamiliar area, the housing department could house a number of similar households at the same time, and organize visits to the area to ensure that the new tenants are not encountering problems.

It is important that the housing department ensure that its allocation policies and procedures are equitable and fair, and that good quality housing is accessible to all citizens in the community, regardless of race, ethnicity or colour.

Public Health



Health and Diversity

Cultural, religious and linguistic differences in the community pose challenges for municipal government in the delivery of public health programs. Ethnic diversity can have profound implications, whether in public health inspection and regulation, community sanitation, nutrition education, fitness and health promotion, preventive dentistry or family health and home care, because of differences in concepts of disease and illness, practices and rituals in treatment of health problems, dietary habits, and attitudes towards health care agencies and providers.

Language and Cultural Barriers

Language barriers are often the greatest impediment in the delivery of public health programs. When minorities have limited ability in English or French, it is important that interpreters and translation services be made available. Health information such as brochures and booklets should be produced in languages other than English and French with a suitable literacy level and graphic presentation that reflects the diversity of the community.

Other relevant skills need to be recognized and sought out in addition to the technical skills of health care providers. For example, to be effective, health care providers serving multicultural clients should be knowledgeable about cultural differences in health practices. There are many advantages to hiring minority staff who may be familiar with different cultures.

Staff Training

Cultural awareness training should be an integral part of ongoing staff development programs to help staff become familiar with other cultures. It is also important that interpreters receive cultural awareness training to ensure that they understand non-verbal cues in addition to verbal communication. To effectively serve linguistic minorities, recreation workers should be able to communicate in other languages and language training encouraged.

Communication and Access

Outreach activities such as presentations, workshops or health fairs for ethnic minorities can be useful in health, fitness and nutrition education. For example, drop-in preventive health care programs can be set up in ethnic community centres. Many municipalities are using audio-visual resources such as slide shows, videos or films which are very effective ways to impart information to minority communities.

Advisory committees with ethnic minority representation can improve communication and help the public health department respond better to the needs of the multicultural community.

Culturally Sensitive Programs

Municipal government must recognize that in serving a diverse population, not only is cultural sensitivity integral to the maintenance and promotion of public health, but also that the community plays a important role in the design and planning of health programs.

Fire Protection

Fire Safety and Diversity

Fire departments provide a number of services: inspections to ensure public safety, fire suppression, rescue work, and resuscitating accident and heart attack victims. Fire departments are also increasingly involved in public education to promote fire prevention and increased awareness of emergency procedures.

It is important for the fire department to understand that the effectiveness of fire inspection and suppression services can be affected by the characteristics of the community. The presence of ethnic, racial or linguistic minorities may necessitate adjustments in the delivery of fire protection in the same way that different building structures may require different kinds of training and equipment.

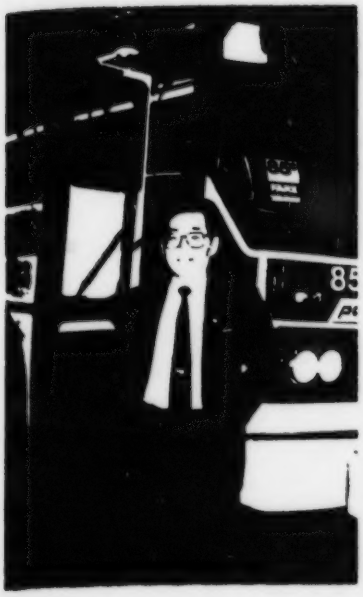
Communication and Access

To reach minority communities, the fire department should consider the need to translate literature on fire prevention and emergency procedures into minority languages. Ethnic minorities need to be made aware of the fire risks of certain practices. Cultural or economic factors can result in different methods of storing and cooking food, or in overcrowding.

To facilitate communication with minorities, more multilingual staff may need to be hired and outreach activities initiated. A more representative fire department can also improve relations with minority communities. Meetings or workshops can be helpful in educating ethnic minority groups about fire prevention and protection.

To be effective in a multicultural society, a fire department must ensure that its services are culturally sensitive and that its composition reflects the community.

Public Transit



Transit and Diversity

Demographic changes in the community can have significant implications for public transit operations. In responding to the needs and concerns of a diverse community, a transit authority can ensure a safe, effective and efficient service is provided to all citizens.

First, public transit authorities need to hire more staff from ethnic minority backgrounds to ensure that the public transit system is representative of the population as a whole and reflects its multicultural reality. In municipalities where many users may speak languages other than English and French, it is important to hire more transit staff with other language abilities. The adoption of an employment equity program can help remove discriminatory barriers and facilitate the workforce participation of ethnic and racial minorities.

Promoting Tolerance

The transit system brings together people of diverse economic, social, and ethnic origins creating a potential situation for tension and conflict. The experiences of some municipalities warrant serious concern for racial incidents occurring on the public transit system. To protect users from racially-motivated abuse, a racial harassment policy should be adopted and promoted. Such a policy should be highly visible and widely posted on transit property.

Most transit authorities also have an office to deal with complaints. However, to ensure that serious complaints including complaints about racial incidents, are dealt with effectively, a complaints review board can be established comprising senior transit administrators and community representatives with the latter constituting the majority. The board can serve as a review mechanism to ensure that complaints are dealt with satisfactorily.

Staff Training

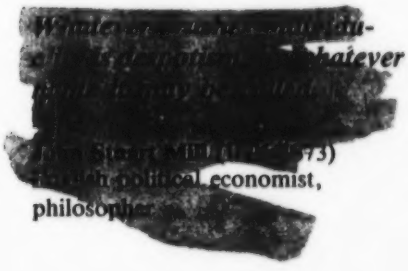
Cultural awareness training is important to ensure that transit staff having contact with the public understand and appreciate cultural differences of the users. This is particularly important in view of the increasing commitment in the transit industry on improved customer service.

Advertising

The transit authority should consider minorities in its marketing activities. This important segment of the population should not be overlooked as it can constitute a substantial number of users of the transit system. Advertisers should also be urged to reflect the multicultural diversity of the community in advertisements placed in transit vehicles and on transit property.

If the goal of a public transit system is to provide safe, efficient, and effective service to its users, then it must also respond to the concerns and needs of its ethnic minority users.

Police Services



Police Services and Local Government

The administration of police services can profoundly affect the image and reputation of a municipality because it is the face of government that is highly visible to most citizens. The primary aim of the police is law enforcement and public safety. It encompasses a wide and complex scope of activities, ranging from public education to general patrolling to criminal investigation.

Adapting to Diversity

The quality of public safety and law enforcement in a community can depend a great deal on how police adapt and respond to the social, economic, political and cultural environment. Therefore, a municipality should ensure that its police services are effectively responding to the concerns of the community, including its ethnic and racial minorities.

Police officers need to understand the characteristics of citizens including their cultural, racial and religious backgrounds, the relationship between the local community and adjacent communities and the attitudes of citizens toward each other, and toward the law and the police.

Staff Training

Cultural misunderstanding on the part of the police can be interpreted as insensitivity or discrimination by minorities and jeopardize community relations. This can reduce the level of citizen support and cooperation that is crucial in effective policing.

In encounters between police and minorities, many cultural behavior patterns and signals can be misinterpreted unless one is trained in recognizing them. For example, some minorities do not look authority figures in the eye during questioning. An officer may interpret this as a sign of rudeness or even guilt, but it may be meant as a sign of deference. Cultural awareness training can help police gain a better understanding and appreciation of cultural, linguistic and religious differences in the community.

Police should understand how racial discrimination can influence their attitudes and conduct. And it is important that the police force make clear that racial harassment of minority officers will not be tolerated.

Studies have shown that racial or cultural biases can result in higher arrest rates of some minority groups. Training programs must be tailored to reflect local conditions because each community is different in its ethnic composition. Such training should become part of regular in-service training, and senior police officers should participate.

Improving Police/Minority Relations

A cooperative relationship with minority communities will enable the police to be more effective in their work. Some strategies to improve police and minority relations include increasing the number of foot patrol officers in more densely populated areas and participation in community events to develop non-enforcement contacts. Officers should also be designated to a particular area for extended periods of time to develop a greater familiarity with their territory.

Many immigrants come from countries where police are sometimes corrupt and oppressive. Subsequently they may have a negative impression of policing. Police can help diminish these biases by cooperating with immigrant service organizations to educate new immigrants about the nature of policing in Canada. Many police forces have community services officers who liaise with the minority communities to promote better relations and crime prevention.

To demonstrate that the police are sensitive to racial intolerance, procedures should be incorporated into the police reporting system to identify racially-motivated crimes. As well, police need to be trained to recognize racially-motivated crimes which are often not obvious.

Where there are significant numbers of citizens who may not be functional in other languages, police should assess the need for translation and interpretation services. Literature may need to be translated and efforts made to hire more police with multilingual abilities to reach the community effectively. Police should be encouraged to learn other languages.

A Better Service

If police are to serve the community better, they should reflect the demographic profile of the community. The active recruitment of ethnic minorities into the police force can be assisted through the adoption and implementation of an employment equity program.

A review of recruitment processes such as selection and testing methods may reveal, for example, that psychological and knowledge tests are culturally biased and restrict the entry of minorities. Weight and height requirements, if they still exist, may have to be waived because they have an adverse effect on certain ethnic minorities who tend to be smaller in stature. As well, police should reassess the need for uniform codes that restrict certain minorities, such as Sikhs whose religion requires them to wear turbans and disallows the shaving of beards.

Candidates with multilingual abilities and knowledge of other cultures should be considered highly desirable and sought out. Conversely, police should employ tests that screen out those candidates exhibiting racial intolerance.

Recruitment can be assisted through many strategies such as prominently portraying minorities on recruiting brochures, organizing meetings with minority communities to promote policing as a career and encouraging minority candidates, particularly youth, to apply. Recruitment literature should be widely disseminated and ethnic organizations and media should be used to reach the communities. Hiring goals and timetables will facilitate the recruitment of minorities into the police force.

Complaints Review Process

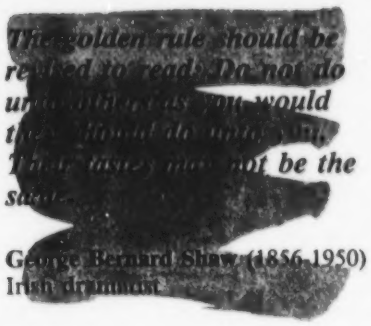
In recent years, there has been a growing public demand for independent reviews of police complaints, specifically to increase the role of citizens in resolving complaints against police officers. Critical to the success of such a mechanism is the impression that an impartial and fair complaint procedure is available so that citizens will feel free to come forward with their complaints.

Policing in a Multicultural Society

Demographic trends have made the nature of policing in Canadian municipalities increasingly complex. As well, the role of police has evolved, demanding a greater community service orientation and public accountability.

In multicultural society, diversity poses many challenges, but also offers opportunities for more effective law enforcement and crime prevention.

Social Services



Social Services and Diversity

Some municipalities are responsible for social services ranging from welfare assistance and nursing home care, to home support programs and specialized services for children, youth, women, elderly and the physically and mentally handicapped.

The delivery of social services is complicated in a multicultural environment due to the cultural, religious and linguistic differences of the client population. It is important to recognize that changes in programs and services may be necessary in order to respond to this diversity.

Communication and Access

There may be a need to translate more literature and documentation into other languages. As well, service- providers should receive cultural awareness training in order to effectively serve a multicultural population. Cultural differences in behavior ranging from family practices to dietary preferences must be taken into consideration. Moreover, there are different expectations of social service agencies and providers. The capacity of service providers to communicate and be familiar with cultural differences can be facilitated with the hiring of more multicultural and multilingual staff.

Outreach or public relations should be targeted at ethnic minority communities through the ethnic media and organizations. In a multicultural society, sensitivity to cultural differences is an essential part of social service delivery.

Libraries

Responding to Diversity

Libraries provide a wide variety of services including the lending of books and audio-visual material, responding to reference questions and providing reading programs for children.

Libraries should ensure that their holdings contain appropriate publications that relate specifically to ethnic minorities including fiction, histories, reference material and sociological studies and funds should be allocated to obtain such material. As well, there should be books by ethnic authors and poets and depending on the composition of the municipality, materials in languages other than English and French. There should be a review mechanism to ensure that culturally and racially biased materials are avoided.

Communication and Access

More multicultural library staff should be hired to reflect the diversity of the community. Depending on the major language groups in the community, there should be efforts to hire library staff with multilingual capabilities. Libraries can better reach minority communities when they translate promotional literature and use ethnic media and organizations to publicize their activities. Reading programs, book displays, and book-mobiles should also promote the literature of ethnic minority authors.

Library boards should also be more representative of the communities they serve in order to be more sensitive to racial and ethnic diversity.

Ethnic Minority Youth

I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character.

Martin Luther King, Jr. (1929-1968)
American Black leader,
Nobel Prize Winner 1964

The Disadvantage of Youth

Ethnic minority youth can encounter many difficulties resulting from racial discrimination and social alienation. Some of the serious problems include a high rate of unemployment, illiteracy or low educational attainment, lack of access to recreational programs and facilities and social services, inadequate housing and strained relations with police.

For the past twenty years, youth in general have had an unemployment rate two to three times higher than those of adult workers. The situation for ethnic minority youth, particularly visible minorities, is even more severe. Youth encounter many problems because of these disadvantages.

Social, cultural and economic factors contribute to inadequate skills and educational qualifications. Many municipalities now have youth employment programs, but they often fail to recognize that minority youth because of the severity and nature of their situation may require particular attention and assistance. A municipality should target its youth employment programs to those in greatest need.

Police and Youth

Of particular concern is the relationship between youth and police, which is often characterized by mistrust and hostility. In the case of ethnic or racial minority youth, matters are often complicated by cultural misunderstanding and discriminatory attitudes. Relations between police and youth can only worsen if nothing is done. Youth often feel they are being harassed and subjected to abuses of power by the police, while police argue that there is no other way to curtail criminal activity among youth.

Improved relations between the police and youth require mutual understanding. This can only come about through better communication. Regular meetings between police and youth should be held to discuss openly issues and concerns. A greater involvement of police in community activities to develop a non-confrontational presence is important in community relations.

Recreational Needs of Youth

Recreation is another area that has profound implications for youth. It is important that recreational facilities and programs are planned so that they effectively meet the needs of a racially and culturally diverse community, particularly youth. The patterns and degree of use of recreational programs should be evaluated. Efforts should be made to address gaps in programming for certain age groups such as youth over 16 years of age. This is especially crucial during the summer months when school is out, when an extension of summer programs may be required. Drop-in programs for youth can be effective in involving youth who otherwise might not participate in scheduled activities.

To improve employment opportunities, more ethnic minority youth should be hired to work in recreation services. Moreover, leadership training programs can be set up by the recreation department to help youth develop organizational skills and experience which can improve their chances of being employed.

To improve communication with minority youth, recreation staff should receive cultural awareness and race relations training. As well, staff should be trained in the handling of racial complaints. Outreach efforts can be assisted by the hiring of youth workers who can liaise with the youth in the various ethnic communities. To ensure that youth have a more formal mechanism for input and consultation in the planning and development of programs, youth advisory committees should be established.

A Key Role for Government

Local government can play an important role by ensuring that employment, recreational and other services and programs meet the needs and concerns of the youth among its citizenry. Municipalities should recognize that ethnic minority youth, who are often disproportionately disadvantaged because of racial discrimination, deserve special attention.

Citizen Participation

The Meaning of Participation

Local government is the most accessible order of government; it affects citizens on a day-to-day basis. To ensure that municipal government is open and responds to the diverse needs of the community, citizen participation is an essential element in the decision-making process.

Participation in local government can mean many things and take many forms. It can range from the most direct form of participation — serving as an elected representative to voting during election time.

Involvement in the election process is an key form of public participation. It can be passive, such as allowing a sign to be displayed on one's property or making a financial contribution. Or it can be as active as door-to-door canvassing for a candidate.

Between elections, citizens can participate in local government in many ways, such as by signing a petition opposing a local development proposal or complaining to their elected official about inadequacies in municipal services.

Appointments to Boards and Committees

Participation can also include serving as a member of a municipal board, committee or commission which makes decisions on matters such as community planning, the operation of libraries, parking regulations, housing and public health.

To attract qualified citizens it is important for a municipality to widely publicize openings on its committees, boards and commissions. To encourage ethnic minorities and other under-represented groups such as women and the disabled to apply for vacancies, public notices should explicitly state that the municipality seeks to increase the representation of these groups. The diversity of the community should be reflected in the make-up of the municipal government and its various administrative structures.

A Shared Responsibility

The quality of life of residents can be affected by decisions about recreation, housing, police and fire protection, municipal services, planning, employment, public health, and public transit. This makes it crucial for citizens to become informed about the role and activities of local government and participate in the decision-making process.

For example, a decision to rezone and allow certain types of development can affect the character of the neighbourhood. It is therefore critical to have citizen-input on the implications of any proposed changes. The municipality has a responsibility to invite feedback and citizens have a responsibility to respond and express their views.

Municipal government should realize that consultation with citizens should not be confined to public meetings which are often poorly attended. Other means should be explored to solicit feedback on municipal issues and activities. Municipal officials, both elected and non-elected, should hold regular meetings with ethnic organizations to address the concerns of their communities.

Information about Council meetings and Council Standing Committee meetings should also be forwarded to minority groups to ensure that they are given an opportunity to make their concerns known.

The Challenge and Opportunity

The responsibilities and tasks of municipal government are more difficult and complicated in a culturally diverse community where the needs of citizens are more varied and complex. To ensure that government is effective, efficient and fair, citizen input and participation in the decision-making process is essential. It is only through a partnership with the community that local government can meet the challenge and opportunity of a multicultural society.

The great end of life is not knowledge but action.

Thomas Henry Huxley (1825-1895)
British biologist, writer

The Benefits of Improving Race Relations

As the community becomes more diverse in racial, cultural, linguistic and religious composition, the municipality should monitor changing community needs and adapt its policies and programs to better meet these needs within available resources. Although there may be costs in adjusting and improving services, there will be greater benefits to the municipality. The potential benefits are:

- effective use of personnel (right person for the job)
- improved delivery of programs
- minimization of employee complaints
- fairness in employment practices
- optimal use of municipal services
- greater access to health services will result in improved health
- stimulation of the municipal economy can result from involving all ethnic and racial minority communities in economic development programs e.g. business improvement areas such as Little Italy, Chinatown, twinning initiatives and international trade
- better decision-making may result from using all talents and skills available within the municipal workforce including employees from minority backgrounds
- increased use of parks and recreation
- better police/community relations
- more efficient, effective and equitable allocation of resources
- improved citizen access and community participation

A Checklist for Local Government

Activity	Issue	Recommendation
Personnel/ Human Resources	○ under-representation and occupational segregation of ethnic and racial minorities in municipal workforce	**conduct** survey of municipal workforce representation **adopt** employment equity program **review** recruitment, hiring, promotion, training and benefits practices **conduct** cultural awareness and race relations training for employees, particularly managers and front-line staff **adopt** policy on workplace racial harassment and institute complaints procedure **develop** special employment programs for youth
Clerk's Department	○ minorities lack knowledge about municipal services	**provide** more information in languages other than English/French **disseminate** information through ethnic media and organizations
	○ departments unable to deal with inquiries in languages other than English and French	**maintain** list of employees with multilingual abilities who can provide interpretation on an informal basis
	○ departments lack information on minorities	**provide** resource list of ethnic media and organizations to departments **conduct** workshops to make minorities aware of municipal services **develop** information systems that collect data on the characteristics of minorities to improve planning, access and delivery of services **establish** a translation office to provide translation and interpretation to citizens and municipal departments
Representation on boards and committees	○ under-representation of of minorities	**appoint** more minorities **publicize** vacancies in ethnic media and minority organizations
	○ inadequate consultation with minorities	**involve** race relations advisor in the appointments process
Awarding of Municipal Grants	○ disproportionate allocation of grants	**review** municipal grants process to ensure minority groups are receiving fair share
	○ grants not being used for benefit of whole community	**review** grants policies for translation and interpretation services **support** groups involved in race relations and integration of newcomers **support** events which recognize and enhance the multicultural character of the municipality **require** that organizations applying for funds, particularly health and social service agencies, provide evidence of accessibility to minority communities such as client profiles, cultural

Activity	Issue	Recommendation
		awareness and race relations training for staff, promotional material in languages other than English and French and interpretation services **urge** all voluntary agencies receiving grants to reflect the ethnic diversity of the community they serve on their boards, staff and services
Purchasing/ Contracts	○ concern that not all businesses entering into contracts with municipality are non-discriminatory	**institute** a contract compliance program to ensure that non-discriminatory policies and programs are adopted and supported by those contracting to the municipality
	○ minority-owned businesses not receiving fair share of contracts	**adopt** minority vendor procurement policy to ensure fair proportion of contracts is given to minority suppliers
Municipal Engineering/ Public Works	○ complaints about offensive graffiti	**establish** hotline to dispatch municipal staff to eliminate graffiti **ensure** that services such as garbage removal are satisfactory in areas of high population density **provide** emergency services in other languages
Municipal Policies and Bylaws	○ insufficient knowledge about minorities ○ insufficient knowledge by minorities	**adopt** and publicize multicultural policy and anti-discrimination bylaw **provide** literature in other languages **establish** legal aid clinic to serve minorities **make amendments** to existing bylaws to ensure compliance with sections 15 and 27 of the Charter of Rights and Freedoms
Parks, Recreation and Leisure	○ programs under-used by minorities	**conduct** survey of use by minorities **conduct** needs assessment **hire** more multilingual and multicultural staff **target** programs to minority groups, e.g. youth leadership, family orientation, and seniors programs **encourage** volunteerism in communities **institute** more effective outreach and publicity using outreach workers, ethnic organizations and media **provide** cultural awareness training for staff and volunteers **eliminate** gaps in youth programming during summer by extending hours of operation and develop drop-in programs for youth **translate** literature into other languages

Activity	Issue	Recommendation
Community Planning	○ inadequate information on minority communities	**collect** information on ethnic and racial minority groups **engage** in consultations with minority groups using conventional as well as non-conventional methods **recognize** different needs of minorities in policies and plans, e.g. special housing needs, cultural and community services and facilities and different family structures. **review** needs survey methods
Economic Development	○ under-representation of minorities among self-employed and business entrepreneurs	**conduct** survey of minority businesses to obtain data on numbers, type of industry, employment levels, trading patterns, and access to financing
	○ lack of knowledge and/or use of existing advisory services	**review** existing municipal policies for economic development and municipal planning and zoning **provide** workshops for minority business people **organize** meetings with minority business representatives **translate** literature into other languages **appoint** minority business advisor **review** purchasing and tendering procedures **make** use of ethnic media **include** minority businesses in general promotional activities e.g. business directories **recognize** the multicultural character of communities through preservation of heritage architecture, logos, street and area names and promotional literature **involve** minorities in international aid and trade activities **support** multicultural events
Housing	○ complaints of racial discrimination in housing allocations	**introduce** ethnic record-keeping to monitor the housing allocations process for ethnic or racial bias
	○ housing staff may have difficulties communicating with minorities	**ensure** that staff receive cultural awareness and race relations training **hire** more multicultural and multilingual staff **translate** information into other languages **consult** with minority groups
	○ neighbourhood prone to tension and conflict or resistant to influxes of minorities	**encourage** minority representation on tenants' associations **adopt** fair housing policy statement prohibiting discrimination or harassment on grounds of race, religion or ethnic origin **provide** cultural awareness training for property managers
	○ vandalism and loitering by youth	**improve** access to recreational facilities
	○ minority tenants complaints about inadequate pest control, maintenance and repair	**ensure** that complaints are dealt with promptly and effectively **ensure** that tenants are aware of ways to minimize pests and reduce need for repairs

Activity	Issue	Recommendation
Public Health	○ health programs under-used by minorities	**conduct** health needs survey of minorities **hire** more multilingual and multicultural staff
	○ health regulations not fully understood by minorities because of cultural or language barriers	**provide** workshops for minorities **translate** important health information
	○ emergency services used as a last resort	**maintain** list of multilingual staff **provide** interpretation services where numbers warrant and ensure that interpreters receive cultural awareness training **advocate** use of Medical Information Gathering System Kit, a translingual diagnostic system designed to bridge language barriers in the absence of an interpreter **review** print materials to assess suitability of the literacy level and graphic presentation **use** audio-visual resources for public education **provide** cultural awareness and language training for staff
Fire Department	○ under-representation of ethnic and racial minorities	**conduct** survey of minority representation in fire department **adopt** employment equity program **review** height and weight restrictions and fitness requirements
	○ lack of understanding by minorities about fire prevention, regulations and emergency procedures	**expand** public education and community outreach to minority communities **translate** literature into languages other than English and French
Police	○ under-representation of ethnic minorities in police forces	**conduct** survey of minority representation **adopt** employment equity program **expand** recruitment campaign to attract more minorities **review** height and weight restrictions and fitness requirements to ensure that they are essential to the performance of the job **review** psychological and knowledge tests for cultural biases **employ** tests to screen out applicants who exhibit racial intolerance
	○ police/minority relations not favorable	**expand** community outreach to minority communities through attendance at community functions **establish** foot patrols in areas of high population density to develop a favorable police presence and better community relations **conduct** cultural awareness training for all police with emphasis on front line supervisors such as sergeants **undertake** public education campaign on the role and responsibilities of police and community

Activity	Issue	Recommendation
		translate written material into other languages where numbers warrant, e.g. crime prevention literature **provide** emergency services in other languages **institute** an independent citizens' complaints process
	○ racially-motivated crimes of violence and damage to property	**identify** and document racially-motivated crimes
Libraries	○ under-utilization by minorities	**expand** community outreach and publicity **hire** more multilingual and multicultural staff **review** needs survey methods **provide** resources in other languages **provide** more resources and programs that reflect minority contributions and experiences e.g. reading programs, book-mobiles and book displays.
Legal Department	○ lack of familiarity with human rights and equality rights legislation	**review** current legislation **ensure** that municipality is fully aware of its obligations with respect to human rights and equality rights
Public Transit	○ under-representation of minorities on staff	**increase** hiring of minority staff **adopt** employment equity program
	○ lack of information about minorities	**conduct** cultural awareness training for employees particularly those dealing with the public
	○ complaints of racial harassment	**adopt** policy on racial harassment and institute complaints procedure **translate** literature into other languages **consult** more with minority communities **urge** advertisers to reflect ethnic and racial diversity in public transit advertising
Social Services	○ insufficient knowledge of ethnic minorities	**collect** information on ethnic and racial minority groups **ensure** services are culturally sensitive e.g. dietary preferences and family and socialization practices
	○ under-use of programs and services by minorities	**consult** with minority groups regarding needs **expand** outreach and publicity activities and make use of ethnic organizations and media **hire** more multicultural and multilingual staff **provide** cultural awareness and language training to staff **translate** literature and provide interpretation services where required **ensure** that programs and services are culturally sensitive **provide** cultural awareness training for staff

The Federation of Canadian Municipalities

The FCM is the national voice of municipal government in Canada. Founded in 1937, the FCM represents municipalities of all sizes and in every corner of the country. With a membership of over 470 municipalities and all major provincial and territorial municipal associations, the FCM provides a national forum for the exchange of views and experiences among municipal leaders. Through its publications, meetings, and conferences, the FCM keeps member municipalities informed of current issues facing local government.

Policy and program priorities are determined by the FCM's National Board of Directors comprising 65 municipal elected officials. A Standing Committee/Task Force system analyses and takes action on issues of common interest to FCM's members.

At the 1986 Annual Conference, the Task Force on Race Relations recommended and received approval for its Policy Statement entitled, "Improving Race Relations in Canadian Municipalities." thereby committing the FCM to continue work in promoting better race relations at the local level.